

2022 Fiscal Year Goals

City of Rogers Fire Department



Fire Chief Tom Jenkins
City of Rogers Arkansas

Command Staff

Fire Chief

Tom Jenkins

Deputy Chief – Risk Reduction

William Hyde

Deputy Chief – Training

Cliff Thompson

Deputy Chief – Operations

Dusty Meredith

Battalion Chief – A Platoon

Clint Bowen

Battalion Chief – B Platoon

Dusty Qualls

Battalion Chief – C Platoon

Jeremy Hoyer

Battalion Chief – Training

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2022 ROGERS FIRE DEPARTMENT FISCAL YEAR GOALS AND PLAN OF WORK

The purpose of this document is to collect and organize the goals and plan of work for the 2022 fiscal year. This document directly supports the mission, vision, and values of the department as listed below:

Vision Statement

It is the vision of the Rogers Fire Department to be an established authority, nationally recognized in every risk-related discipline.

Mission Statement

It is the mission of the Rogers Fire Department to provide exceptional risk-related services to our customers.

Statement of Values

- 1. Our employees are our most valuable resource.*
- 2. Relationships with internal and external agencies are integral to our success.*
- 3. Reducing risk to all of our customers and employees is paramount.*
- 4. We embrace character, integrity, and ethical behavior.*

This plan is a template of priorities that have been developed through the department's annual strategic planning process and includes priorities created within the various divisions, units, and teams of the department. The items specified in the following pages have been identified as keeping with the overall goal of the department to continue to provide exceptional risk-related service while developing and implementing progressive policies and procedures that improve the department's service delivery to its customers.

The department's priorities remain:

1. Care for, train, and ensure the safety of our employees.
2. Develop our organization to lead the fire service.
3. Deploy and manage our resources effectively.
4. Reach out to our community.

Responsible Division / Unit	Target Completion	Goal Description
<i>Leadership and Administration</i>	1Q	➤ Complete all necessary NFPA 1582 physicals, according to policy and in compliance with 29 CFR 1910.120, and implement improvements in the health screening technology to further identify members with diabetes and cancer risk(s).
	1Q	➤ Complete a Yearly Activity Report for 2021 using infographics and available datasets.
	2Q	➤ Complete an aggressive acquisition of bunker gear to ensure no PPE in the Field Operations Division is older than ten years, and that all probationary firefighters have received a new set of PPE.
*	2Q	➤ Evaluate and publish an annual community risk assessment for each planning zone to better align risk centers with service delivery, mitigation efforts, and response goals.
	3Q	➤ Advocate for improvements and changes to the City’s compensation policy that allows RFD to remain competitive for recruitment and retention, and employees, including higher education, Relief FEO Credential and longevity.
*	3Q	➤ Integrate the program evaluation process recommended by the Center for Public Safety Excellence into all applicable areas of the Department and publish the findings.
*	4Q	➤ Update and review all Department policies with formatting changes.
	4Q	➤ Complete the transition from Firehouse RMS to ESO RMS.
*	4Q	➤ Formalize the information-sharing processes with external agencies related to their impact or benefit to the department’s mission.

*	4Q	➤ Formalize the management process to track progress toward and completion of agency goals and objectives.
*	4Q	➤ Review and update the Department policy on External Agency Agreements to define a conflict resolution process.

All goals that are **bold** and marked with an * are goals based on the recommendations made by the CFAI.

Responsible Division / Unit	Target Completion	Goal Description
<i>Field Operations</i>	1Q	➤ Complete the construction and outfitting of the new Air and Light 1 unit and place it in service with enhanced equipment and tools.
	1Q	➤ Complete accountability command boards and update incident commander binders for all Chief Officers.
	1Q	➤ Transfer all applicable data from Firehouse RMS into Target Solutions LMS.
	1Q	➤ Identify and select an alternative source for PPE modifications and repair to improve consistency and turnaround time.
	2Q	➤ Establish the position of Battalion Chief Aide using Fire Equipment Operators.
	2Q	➤ Integrate dispatchers in pertinent Post Incident Analyses and After Action Reviews.
	2Q	➤ Establish agreements with Beaver Lake, Centerton, and Cave Springs for Automatic Aid.
	2Q	➤ Purchase an additional 25 sets of bunker gear and outfit members identified as needing gear through a formal assessment.
	2Q	➤ Improve communications with Rogers Police Department regarding city wide special events.

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| 3Q | ➤ Explore funding and begin the purchase of lightweight PPE for Field Operations members to be utilized on non-fire incidents. |
| 4Q | ➤ Place a new ambulance into service at Fire Station 2. |
| 4Q | ➤ Place new staff vehicles in service. |
| 4Q | ➤ Increase the number of Thermal Imaging Cameras on fire apparatus. |
| 4Q | ➤ Evaluate options for preplan availability in an electronic format on the iPads in the fire companies. |
| 4Q | ➤ Purchase helmet cameras for all Field Operations Captains. |

Responsible Division / Unit	Target Completion	Goal Description
<i>Training</i>	1Q	➤ Incorporate the use of digital fire simulation props into company level and scenario based training at the facility and in acquired structures.
	1Q	➤ Incorporate scenario based exercises in all disciplines to coincide with prescribed quarterly training.
	1Q	➤ Develop instructor cadre for training division supplementation and succession planning to ensure competent instructors in all disciplines.
	1Q	➤ Establish a plan to train current open water divers to ERDI certified divers.
	1Q	➤ Provide funding to acquire or build natural gas training pros to simulate vehicle, flammable liquid, and LPG fires.
	1Q	➤ Acquire a large roll off dumpster for disposal of Class A materials from live fire training and to simulate dumpster fire control.
	1Q	➤ Reprogram the portable training radios to training only use by removing excess channel options.
	1Q	➤ Seek funding to purchase four Scott SCBA Bluetooth voice amps for instructor use at the Emergency Training facility and acquired structures.
	1Q	➤ Conduct Active Attack and Integrated Response training for members of the Rogers Police and Fire Departments.
	1Q	➤ Ensure maintenance of required EMS CEUs, certifications, and renewal of all personnel.

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	1Q	➤ Host “Creating Environments for Professional Growth”, a National Fire Academy sanctioned program.
	1Q	➤ Incorporate the use of online training, via ESI and Target Solutions, regarding non-emergency personnel skills to create well rounded leaders.
	1Q	➤ Become an American Red Cross training center to increase community education class offerings.
*	1Q	➤ Update and review training materials stored on the department’s intranet.
	2Q	➤ Utilize existing digital combustion simulation lab software to increase competency in brief initial reports and ICS strategy and tactics.
	2Q	➤ Increase opportunities for automatic and mutual aid interactions and training by establishing relationships and extending invitations to offered training.
	2Q	➤ Host “Perspectives in Thinking”, a National Fire Academy sanctioned program.
	2Q	➤ Identify and encourage eligible personnel to apply for Center for Public Safety Excellence officer credentialing in 2022.
	2Q	➤ Implement Pulsepoint Verified Responder and Community AED program to improve bystander CPR and opportunities for ROSC.
*	2Q	➤ Implement formal, annual physical fitness evaluations.

- 3Q ➤ Seek funding to acquire twenty (20) new or refurbished SCBA's for the training division to supplement the regional recruit academy and ongoing company training.
- 3Q ➤ Redesign the flashover simulator to increase usability for fire dynamics training with a reduction of exposure to personnel and equipment.
- 3Q ➤ Host "Frameworks to Success", a National Fire Academy sanctioned program.
- 3Q ➤ Add boat operations and pull vehicle training to the relief driver training program for new recruits.
- 4Q ➤ Construct a facility based SCBA confidence course for company level drills and scenario based training utilizing existing storage boxes.
- * 4Q ➤ **Formalize plans for Emergency Training Center future expansions to further meet the needs of the organization.**
- 4Q ➤ Identify candidates for the Managing Officer Program and the Executive Fire Officer Program, and encourage qualified candidates to apply in 2022.
- * 4Q ➤ **Incorporate annual hazard communication training or hazardous energy control training as a part of the yearly training plan, in accordance with state or federal Occupational Health and Safety requirements.**

Responsible Division / Unit	Target Completion	Goal Description
<i>Communications</i>	1Q	➤ Continue to enhance hospital communications using apps and AWIN.
	1Q	➤ Complete reprogramming of radios to allow for Washington County agencies to be interoperable and to standardize Incident Operations talkgroups.
	2Q	➤ Provide at least one formal fire training opportunity for dispatchers
	3Q	➤ Explore improvement in command and control communications for the Battalion Chief Vehicle.
	4Q	➤ Explore and evaluate a formal fire station alerting system upgrade.

Responsible Division / Unit	Target Completion	Goal Description
<i>Risk Reduction</i>	1Q	➤ Complete an annual evaluation of the safety education program.
	1Q	➤ Review informational packets for correctness and accuracy.
	1Q	➤ Complete initial training for the new fire inspector.
	1Q	➤ Facilitate adoption of new Arkansas Fire Prevention Codes.
	1Q	➤ Continue to build relationship and communication with the Rogers Police Department Criminal Investigation Division for fire investigations.
	2Q	➤ Conduct an annual review of fire inspection processes for efficiency and improvements.
	2Q	➤ Review and compile updates for RMC chapter 20 to be updated with Q3 code update.
	2Q	➤ Incorporate mechanical education and licensing for inspectors.
	2Q	➤ Implement an education program for Building Safety Month.
	2Q	➤ Implement large scale submission requirements with planning packet.
	2Q	➤ Review policies applicable to Risk Reduction.
	2Q	➤ Review website content and considerations for adjustment.
	2Q	➤ Review private gate access codes and check function.
	3Q	➤ Implement new fire and building codes.

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| 3Q | ➤ Implement plumbing education and licensing for inspectors. |
| 3Q | ➤ Implement safety education program modifications. |
| 3Q | ➤ Evaluate tent permitting and inspection processes. |
| 3Q | ➤ Revise position specific task books. |
| 3Q | ➤ Install additional office space in fire marshal's area. |
| 3Q | ➤ Facilitate target hazards tours. |
| 3Q | ➤ Provide continuing education to fire marshals. |
| 4Q | ➤ Provide enhancements to awareness tools (website, materials, etc.) for builders, investors, or business owners. |
| 4Q | ➤ Evaluate risk reduction efficiencies and effectiveness. |
| 4Q | ➤ Deliver annual fire inspection training to line personnel. |
| 4Q | ➤ Implement electric education and licensing for inspectors. |

Responsible Division / Unit	Target Completion	Goal Description
<i>Emergency Medical Services</i>	1Q	➤ Maintain partnerships and community relations with hospital coordinators to increase operational effectiveness.
	1Q	➤ Develop a durable medical program to ensure maintenance and reliability of equipment utilized on ambulances.
	1Q	➤ Transition to Zoll X-series Advanced monitors through acquisition of two new devices and upgrade three eligible devices.
	1Q	➤ Send three (3) EMT's to paramedic school.
	2Q	➤ Conduct a SWOT analysis and develop a five year strategic plan for the EMS program.
	3Q	➤ Establish a RFD presence at National EMS conventions.
	4Q	➤ Seek funding for ballistic gear on medic units to aid in the safe response to violent emergencies.

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Responsible Division / Unit	Target Completion	Goal Description
<i>Special Teams</i>	1Q	➤ Solicit interest to expand the Aircraft Rescue Firefighting Team to 21 members in the first quarter.
	2Q	➤ Reset the USAR training ground to increase aesthetics and usability.
	2Q	➤ Complete job-wide boat operations training to include pull vehicle operation and trailer backing to ensure safe response and operations.
	3Q	➤ Establish plan to train current open water divers to ERDI certified divers by the third quarter of 2022.
	4Q	➤ Develop a policy for dive rescue response based on capability and risk/benefit analysis.

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Responsible Division / Unit	Target Completion	Goal Description
<i>Physical Resources</i>	1Q	➤ Hire and train new Physical Resources member.
*	1Q	➤ Complete a comprehensive evaluation of the apparatus maintenance facility and its functionality to ensure it is sufficient for storage, adequately equipped, and functional for the department's needs.
	1Q	➤ Place a new Physical Resources vehicle into service.
	2Q	➤ Test and maintain all generator transfer switches with the assistance of a third-party company.
*	3Q	➤ Improve ticket data in the Check It equipment management system.
*	3Q	➤ Evaluate training and certification for repair and maintenance staff.
	4Q	➤ Complete an inventory of all apparatus and equipment and surplus appropriately.